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Boston Redevelopment Authority
CENTRAL BUSINESS DISTRICT PROJECT
May, 1963
PLANNING REPORT #1

MAJOR RETAIL STORES

This report is one of a series being prepared by the Boston Redevelopment Authority staff to explore and summarize various elements of the CBD planning work during the Survey and Planning period. It is to be used for analysis by the BRA, CCBD, Victor Gruen Associates and other CBD consultants as designated by the BRA. The report is subject to additions, alterations and deletions during the planning process. It is to be used during the planning of the CBD Project as a synthesis of the known facts and planning ideas to date, and is not presented as a policy statement.

Central Business District Project
Planning Report #1
MAJOR RETAIL STORES

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I. INTRODUCTION

It has become evident during the exploratory planning phase for the Central Business District Project that a vital key to the development of a successful plan will be the proposed actions within the retail core of "Washington Street Center."

Part II of this report explores the various possible actions that may be undertaken as part of the Urban Renewal Plan in regard to some of the major retail stores. The possibilities are developed from knowledge of the existing conditions and exploratory planning to date, therefore, they should not be considered as the only alternative actions. Discussion is limited at this time to only five of the major retail stores and possible new store locations. It is recognized that any proposed changes to the present major store sites may precipitate structural and locational adjustments to the many smaller retail establishments. This situation, plus the possible alternatives to additional major retail stores must be studied thoroughly to determine the feasibility and desirability of the actions outlined in this report. Further planning work will expand the possibilities and introduce other factors which will influence the final plan proposals.

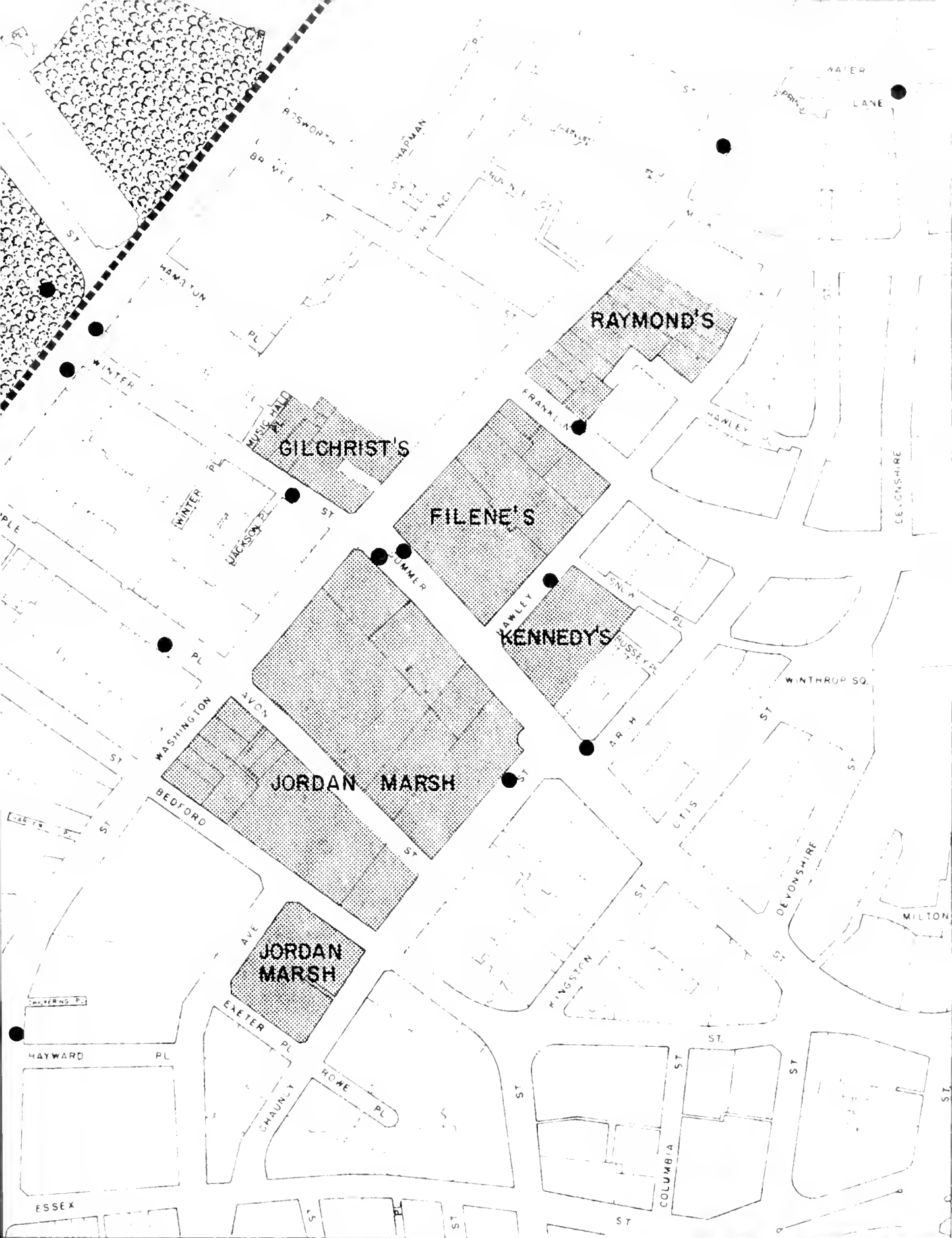
This report is limited to two of the planning aspects for the major retail stores ----

1. The physical changes in location of key retail structures
2. Adjustments to the existing structures on their present location

For this report, it is assumed that improvement to the servicing, circulation, parking, MTA, adjacent environment, and public facilities will be developed in an appropriate manner.

The summary, Part III, presents six alternative plans for combined action of all five of the major retail stores and possible new stores.

II Analysis of Major Retail Stores

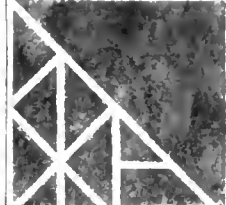


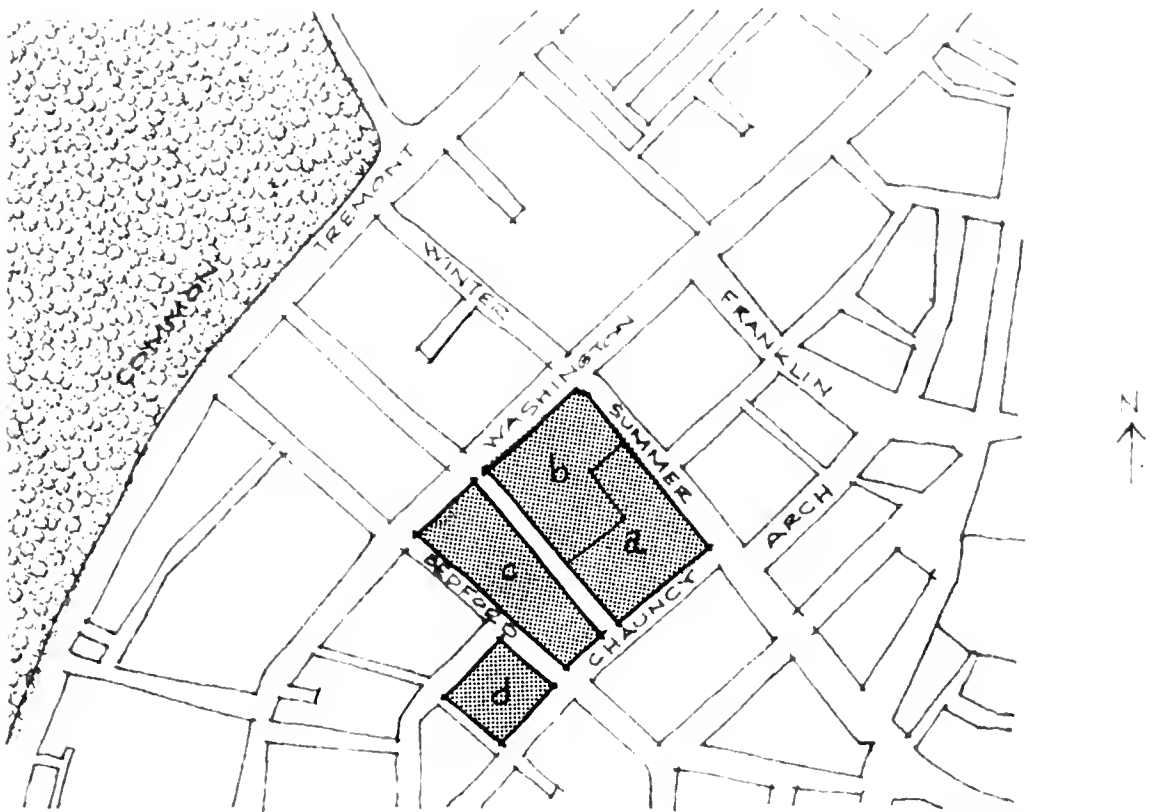
**MAJOR RETAIL AREA
CENTRAL BUSINESS DISTRICT**

THE BOSTON REDEVELOPMENT AUTHORITY

MAJOR DEPT. STORES

● M. T. A.





A. JORDAN MARSH

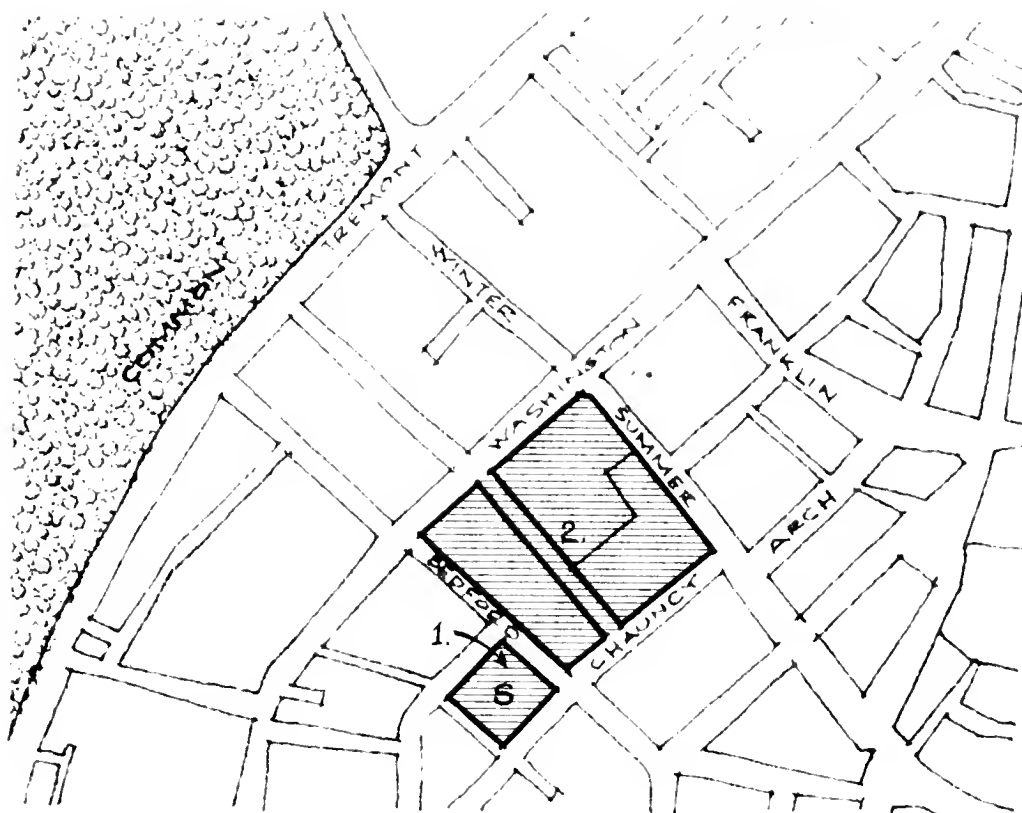
PRESENT LOCATION

Gross Retail Area	1,700,000 Sq. Ft.
Gross Ground Floor Area	157,734 Sq. Ft.

EXISTING: The retail space of Jordan Marsh consists of four distinct units as shown on the map above ---

- a) 1949 "New Store"
- b) "Main Store"
- c) "Annex"
- d) "Bristol Building" (ground floor retail, offices above)

The first three units are inter-connected at various levels, but the varying ages of the structures and complexity of floor level changes creates a non-efficient retail space. The lack of adequate servicing areas and the resulting vehicular-pedestrian conflicts is also a detrimental factor of the existing operation.



JORDAN MARSH

POSSIBLE ACTIONS:

1. The Bristol Building Site may be redeveloped for servicing and/or parking (S), on map above. The new structure could provide sufficient space for off street loading and storage with direct access beneath Bedford St. to the Jordan retail complex. Upper floors could be developed for 200-300 shopper-parking spaces with direct structural pedestrian connections above the second floor level to the store area. This action is assumed to be taken in all of the possible changes listed below.

2. The entire Washington-Bedford-Chauncey-Summer Streets block could be developed as one integrated unit, including the 16,000 sq. ft. which is presently Avon Street. This possible action could include a vertical mixed-use such as an office building developed above the new retail structure.



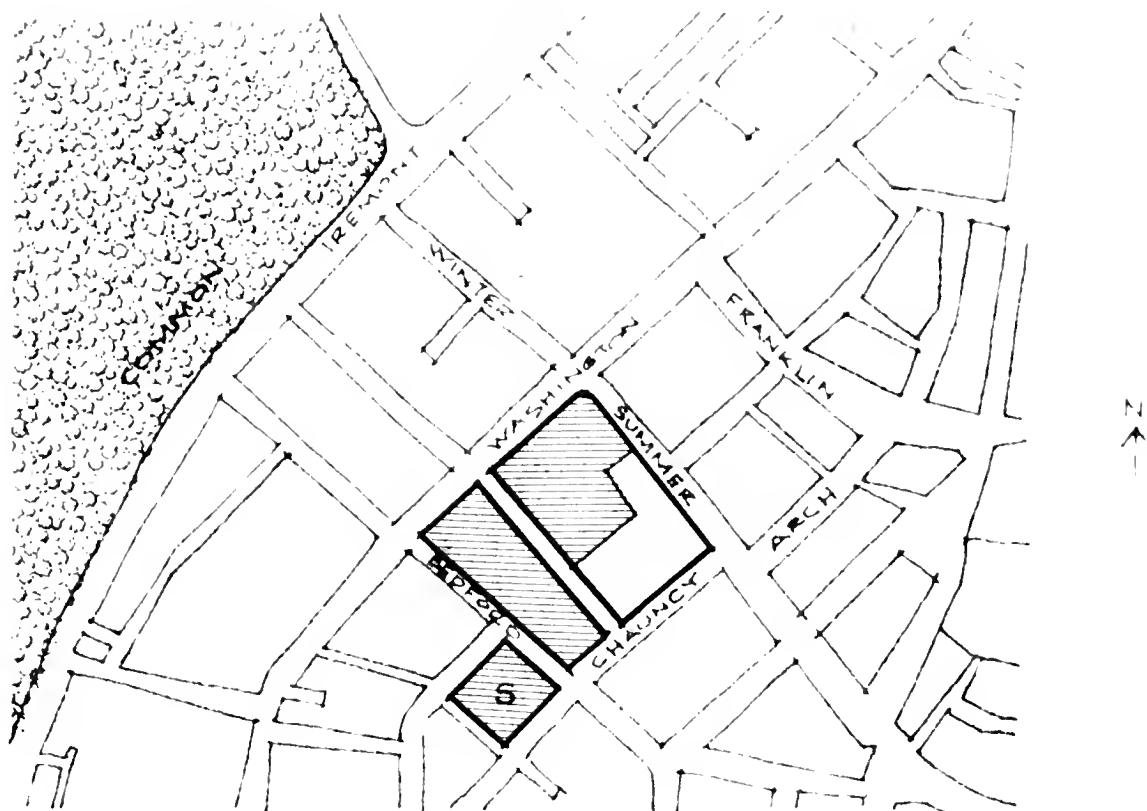
JORDAN MARSH

PRESENT LOCATION

PROPOSAL

POSSIBLE ACTIONS (Cont.):

3. The present City Mart site could be developed, in addition to redevelopment of the Bedford-Summer Streets super-block, to provide continuous retail frontage on Washington Street. The City Mart site could be developed with retail fronting on Washington and the remainder of the site devoted to servicing and parking tied in with the Bristol Building development. Vertical mixed-use could also be developed to increase the density and activity of this large area.



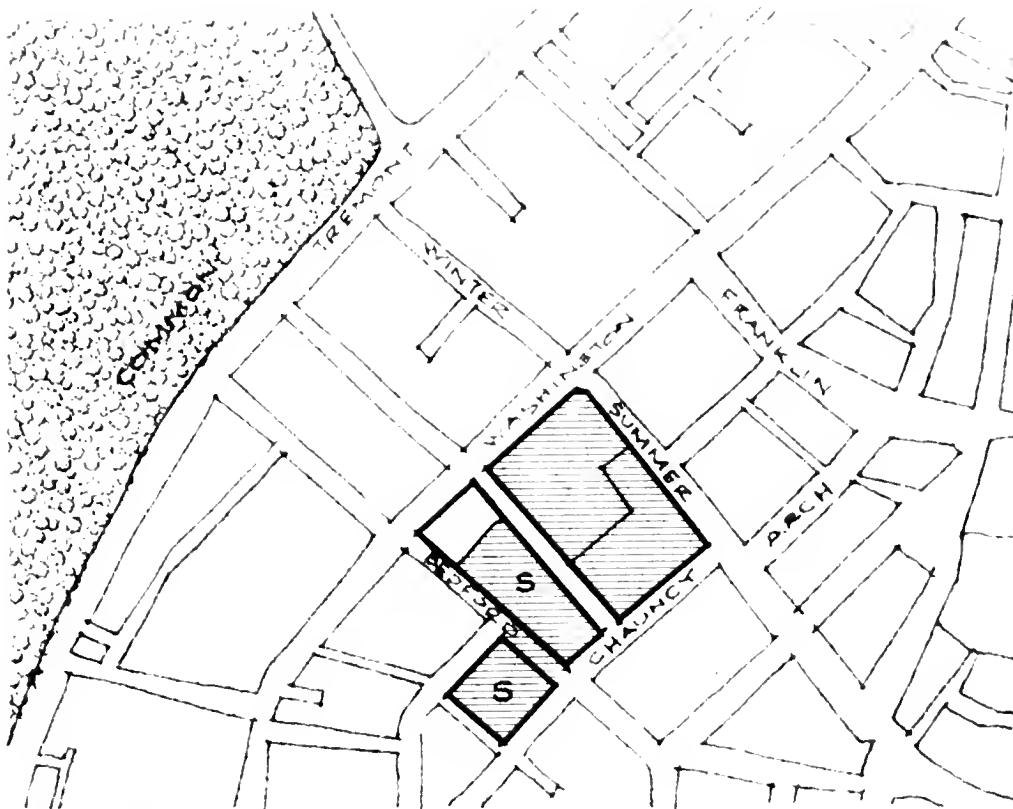
JORDAN MARSH

PRESENT LOCATION

PROPOSAL

POSSIBLE ACTIONS (Cont.):

4. The present antiquated structures in the Summer-Bedford block could be rehabilitated to provide more efficient retail space and additional pedestrian areas on the perimeter (similar to the arcade on Summer Street along the "New Building"). This action does not seem very desirable and a cost-benefit study may deem it not feasible.



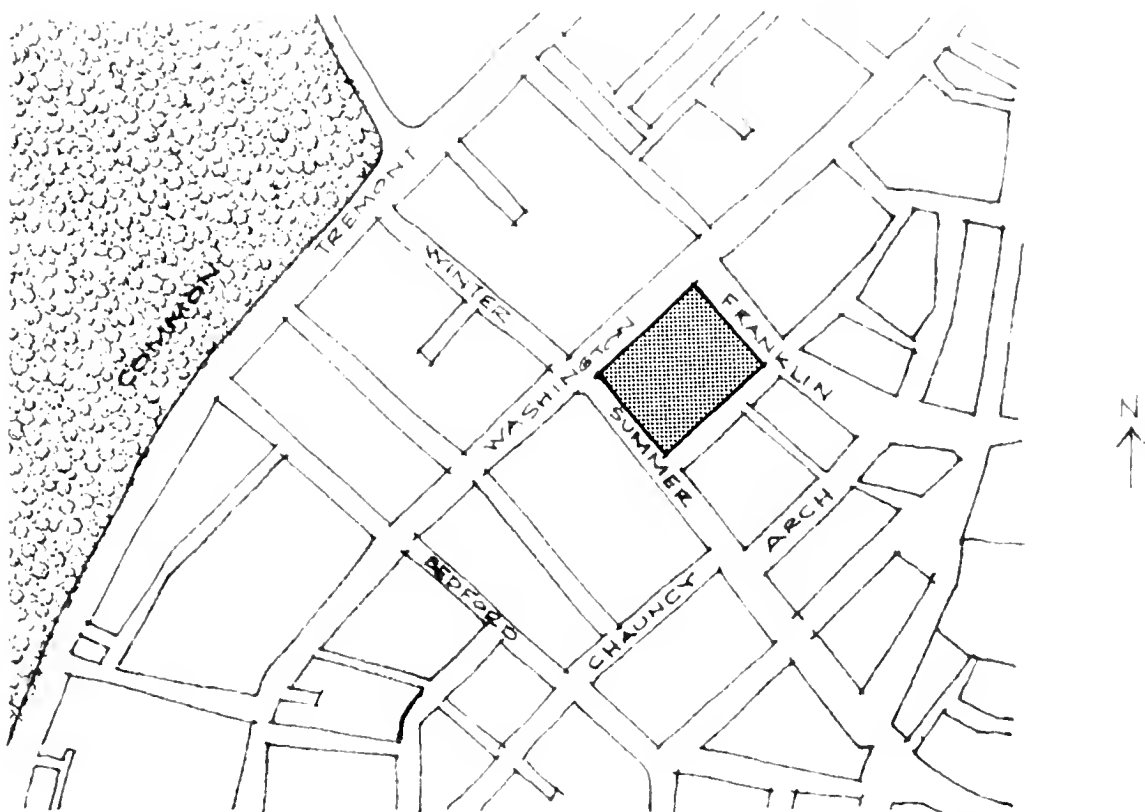
JORDAN MARSH

PRESENT LOCATION

PROPOSAL

POSSIBLE ACTIONS (Cont.):

5. A vertical structure on the Summer-Avon block, continuing the original 1949 proposal as demonstrated by the "New Building", could occur with the majority of the Bedford-Avon block developed as parking and servicing, (S) on map above. Small retail stores would be developed on Washington Street in the new servicing-parking block. This action does not seem too desirable as it is not in keeping with modern retailing theory of large ground area and second floor retail space.



B. FILENE'S

PRESENT LOCATION

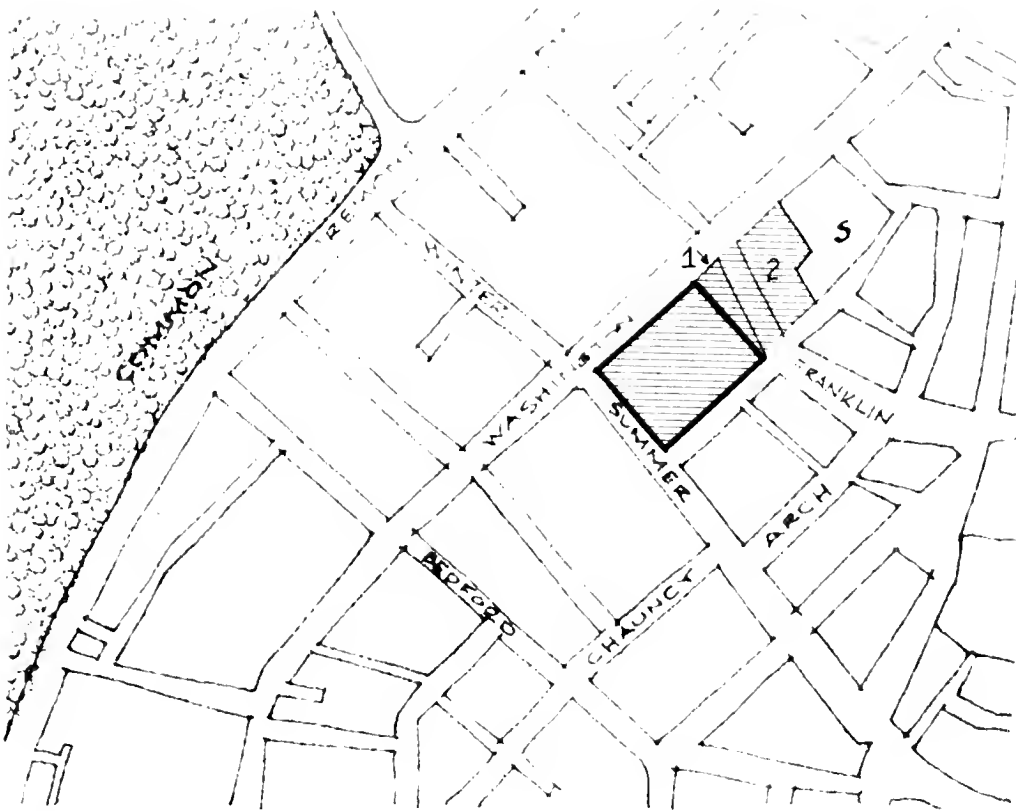


Gross Retail Area 600,000 Sq. Ft.

Gross Ground Floor Area 63,308 Sq. Ft.

EXISTING: The Filene's complex consists of the large main building and a series of inter-connected secondary structures. The resulting interior floor areas are confusing to the shopper and do not provide efficient sales space. Servicing and storage areas are inadequate and detract from the general environment.

POSSIBLE ACTIONS: In all cases, the present location at Washington and Summer Streets may be retained. The various actions cover possible direction and scope of re-organization and provision of parking and service areas. It is assumed that Franklin Street may be realigned to connect with Bromfield Street. The possibility of vertical mixed-use could occur with any of the actions below in conjunction with redevelopment of all or part of the Filene's complex.



FILENE'S

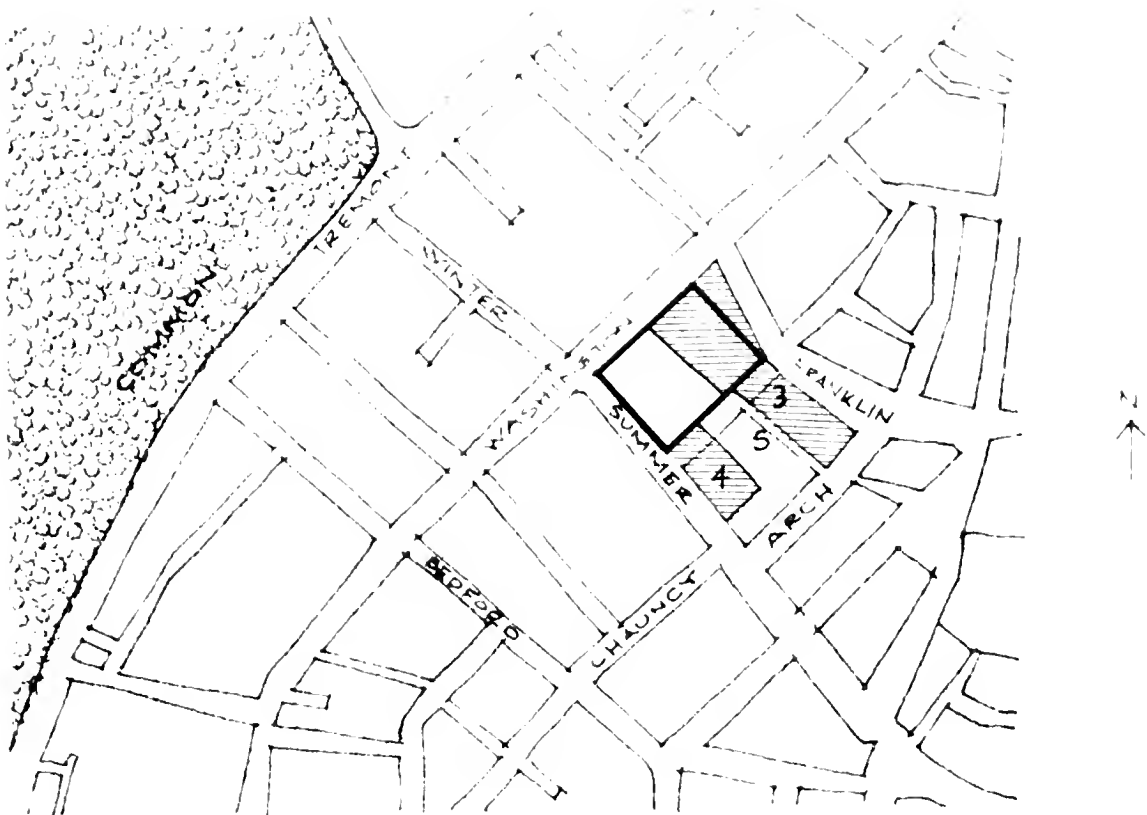
PRESENT LOCATION

PROPOSAL

POSSIBLE ACTIONS (Cont.):

1. Expansion of the Filene's complex could occur to take advantage of the additional 10,000 sq. ft. of land provided by the re-alignment of Franklin Street. This possibility exists for all of the actions outlined below. Improvements could be made for more adequate servicing and storage.

2. Expansion over Franklin Street could incorporate a portion of the present Raymond's site. Servicing and short term parking space, (S) on map above, for approximately 200-500 cars could be developed as part of this expansion. Direct access for goods and people, between the new structures and present store area could be accomplished below the Franklin Street level and above the second floor level.



FILENE'S

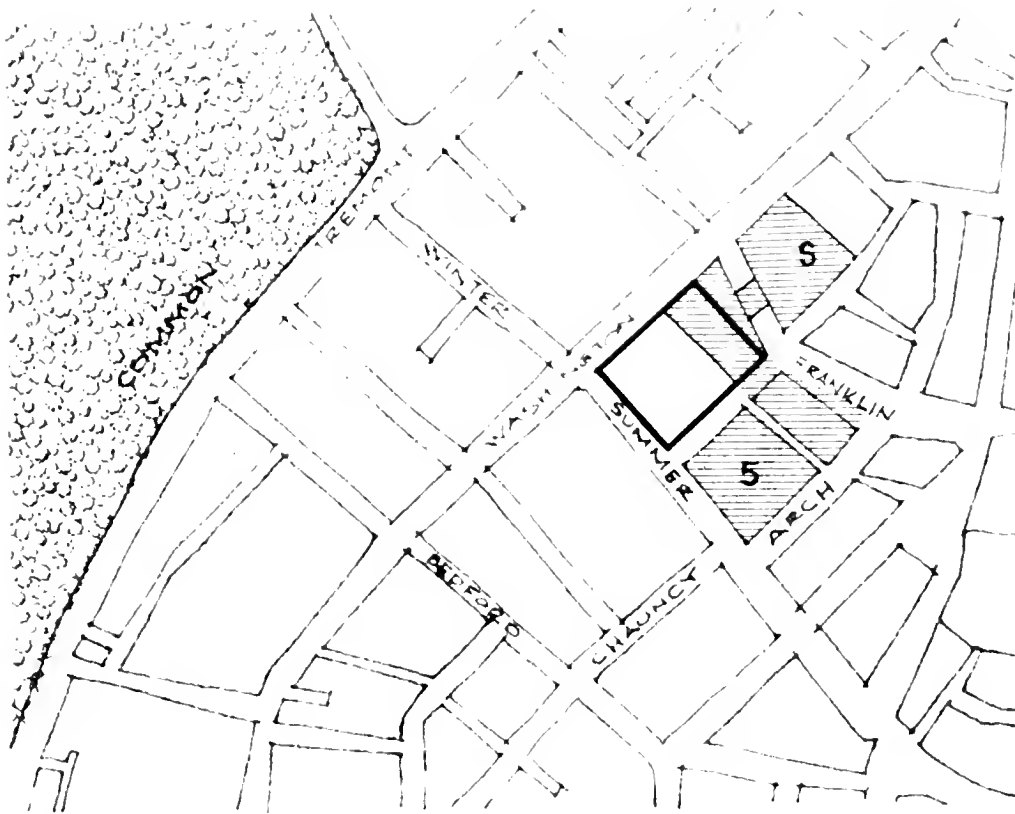
PRESENT LOCATION

PROPOSAL

POSSIBLE ACTIONS(Cont.):

3. A new structure could be built along Franklin Street from Washington to Arch Street, with Hawley Street being closed and a common servicing and parking area developed to serve all of the remaining establishments in the Summer-Arch-Franklin-Washington Streets block.

4. An alternate re-organization of the block in 3., above, could result in additional space for Filene's on Summer Street at the present Kennedy's site.



FILENE'S

PRESENT LOCATION

PROPOSAL

POSSIBLE ACTIONS (Cont.):

5. Either of numbers 3 or 4, above, may occur with servicing and parking, (S) on map above, developed on the present Raymond's site and directly connected to the major retail block at various levels. Small retail stores could be included in the Raymond's block along Washington and Franklin Streets to maintain continuity of activity in the area. This possibility would create an area for a larger number of short-term parking spaces (500-600).



C. KENNEDY'S

PRESENT LOCATION

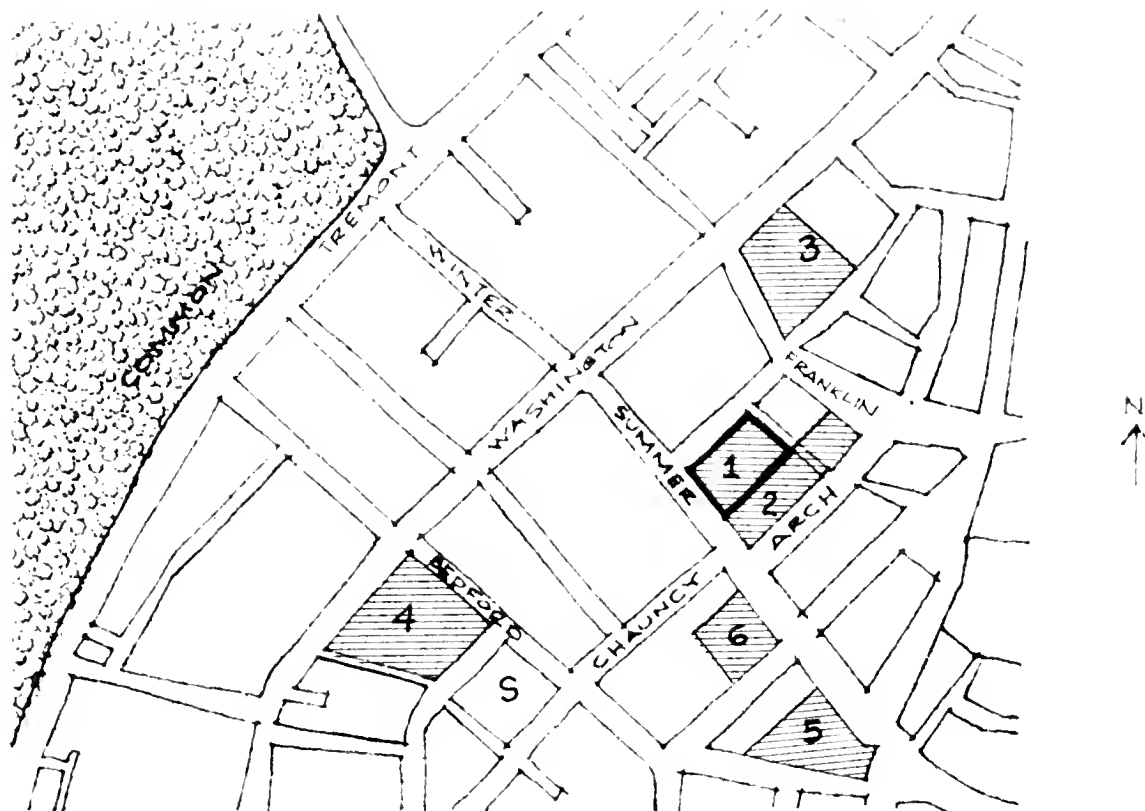


Gross Retail Area	90,000 Sq. Ft.
Gross Ground Floor Area	24,056 Sq. Ft.

EXISTING: The existing Kennedy's structure lacks proper off-street servicing areas and the floor layouts are somewhat awkward for efficient retailing activity. Although the ground floor and some of the interior has been rehabilitated, the present facility is not attractive or modern enough to provide a strong competitive retail establishment.

POSSIBLE ACTIONS:

In the possible actions that retain Kennedy's within the Hawley-Franklin-Arch-Summer Streets block, it would be possible to develop a servicing and parking area in the interior of the block to be utilized jointly by Filene's, Kennedy's and ancillary retail stores.



KENNEDY'S

PRESENT LOCATION

POSSIBLE ACTIONS (Cont.):

PROPOSAL

1. Rehabilitation could occur on present site, either by staging reconstruction or through a temporary move during construction.
2. Rebuild at Summer and Arch, adjacent to present site in connection with redevelopment of the entire block.
3. Rebuild on all or part of the present Raymond's site.
4. Occupy all or part of the existing City Mart structure, with development of common servicing and parking, (S) on map above, with Jordan Marsh.
5. Rebuild on Summer Street at Church Green.
6. Rebuild or rehabilitate present structure on Summer Street between Chauncy and Kingston Streets.



D. RAYMOND'S

PRESENT LOCATION



Gross Retail Area	200,000 Sq. Ft.
Gross Ground Floor Area	29,515 Sq. Ft.

EXISTING: The present structures which make up the Raymond's retail complex are all in very poor condition and would be vacated by any of the possible actions. The existing facilities also lack off-street loading and adequate storage areas.



RAYMOND'S

PRESENT LOCATION ———

POSSIBLE ACTIONS:

PROPOSAL

1. Raymond's may rebuild on the present site through a series of new construction and staged relocation. The first action would be consolidation of the present facilities, with possible temporary relocation of some departments to other structures in the area. This would free approximately one-half of the present block, or 20,000 square feet, for construction of part of a new facility. Upon completion of this structure, the remaining departments could move into the new structure thus vacating the rest of the block to complete construction of the new facility. The resulting new building would cover the entire Franklin-Washington-Milk Hawley block. Approximately 200,000 gross square feet of retail space and facilities for off-street loading and parking for 100-200 cars could be incorporated in a six story structure on this site.



RAYMOND'S

PRESENT LOCATION

PROPOSAL

2. The present City Mart building could be occupied by Raymond's with new servicing and parking facilities, (S) on map above, on the Chauncy-Harrison block, shared with Jordan Marsh. Direct access at basement and all other levels could be made from the parking-servicing structure.

3. The present Kennedy's structure could be occupied by Raymond's with a reorganization of the Washington-Summer-Arch-Franklin block to provide an interior common servicing and parking area.

4. A new facility could be developed at Church Green on Summer Street.



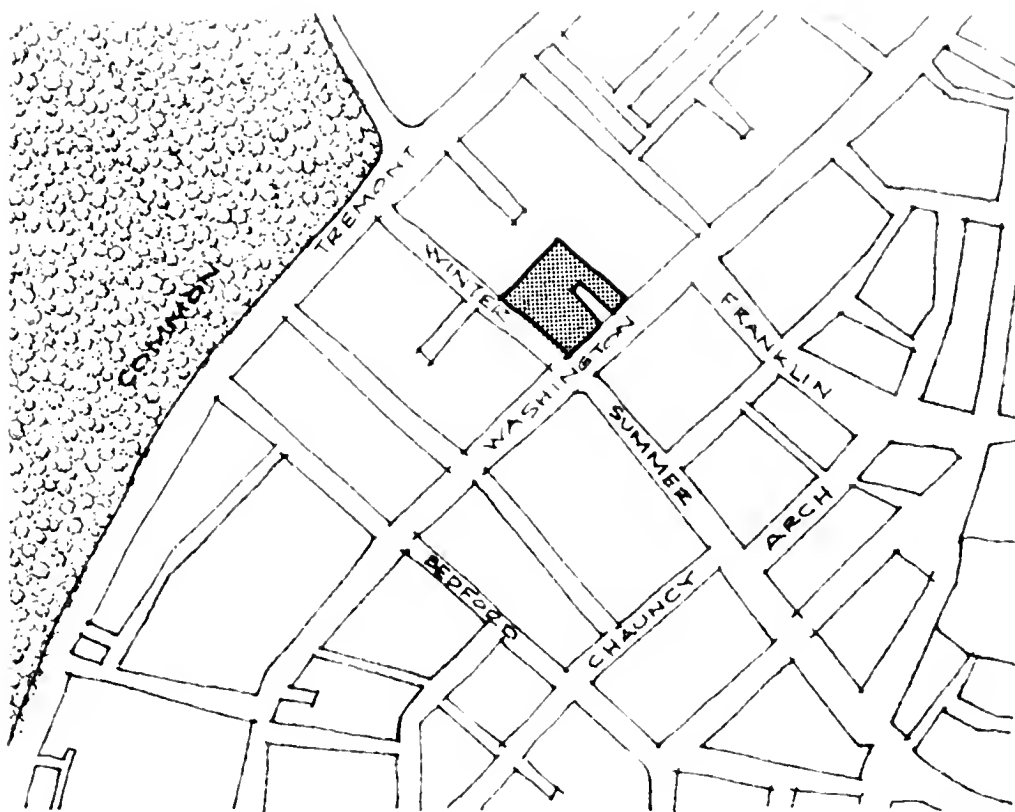
RAYMOND'S

PRESENT LOCATION

PROPOSAL

5. A new facility constructed on the existing structures could be rehabilitated for retail use on Summer Street between Chauncy and Kingston.

6. The present Gilchrist's structure could be occupied and possibly rehabilitated for use by Raymond's. This could occur only if Gilchrist's moved to a site other than Raymond's, or if one of the two stores made a temporary move prior to completion of the exchange of sites.



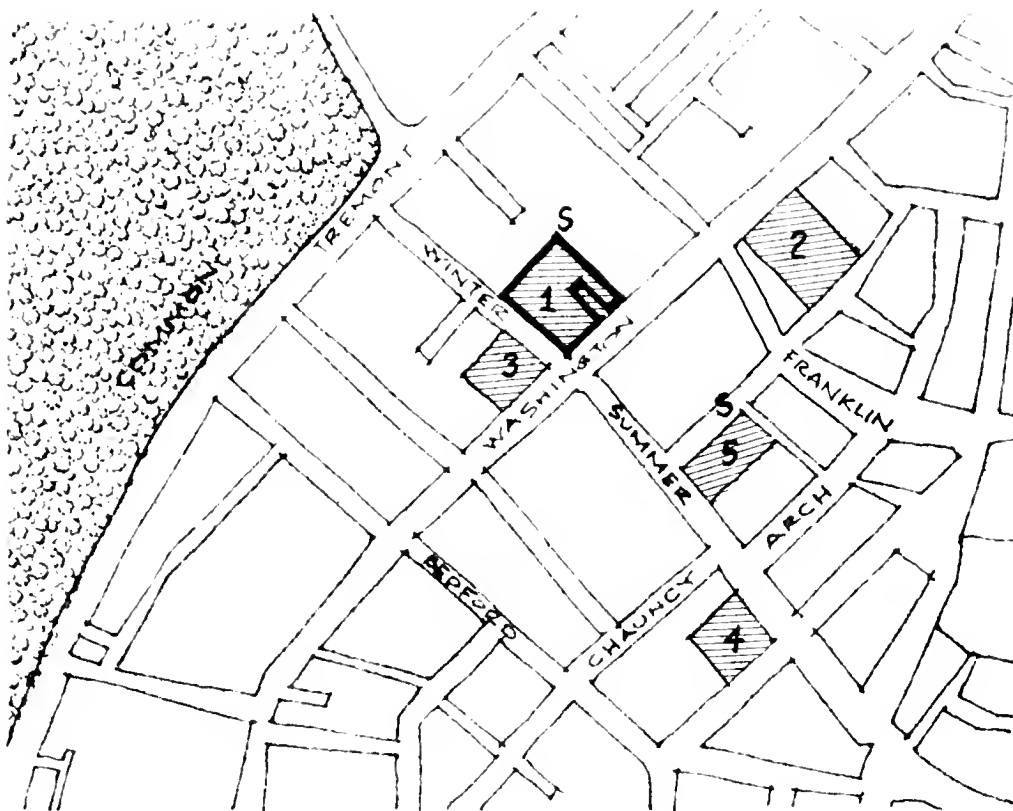
E. GILCHRIST'S

PRESENT LOCATION



Gross Retail Area	90,000 Sq. Ft.
Gross Ground Floor Area	19,307 Sq. Ft.

EXISTING: The present Gilchrist's store is extremely complex in floor layout and should either be rebuilt or undergo extensive rehabilitation to create a viable retail area. On-street servicing is extensive and creates a serious environmental deficiency on Winter Street.



GILCHRIST'S

PRESENT LOCATION

POSSIBLE ACTIONS:

PROPOSAL

1. Rehabilitation or redevelopment on the present site could be accompanied by development of servicing and possibly parking facilities, (S) on map above, on the present Loew's Theatre site. Rebuilding would necessitate a temporary move during reconstruction.
2. Redevelopment on all or part of existing Raymond's site could be accomplished only if Raymond's moves to a new site other than Gilchrist's, or if one of the two stores made a temporary move prior to exchange of sites.
3. Redevelop on Washington at Winter across from present site.
4. Redevelop on Summer Street between Chauncey and Kingston Streets.
5. Rehabilitate or rebuild on the existing Kennedy's site with development of a common servicing and parking facility, (S) on map above, on the block.



F. POSSIBLE NEW MAJOR RETAIL SITES

These sites could accommodate a new major retail store or, as indicated in the preceding possibilities, be used as relocation sites for existing major retail establishments.

- A. This site would be developed in conjunction with a major change in land use and along Tremont Street between Avery and West. Without a concurrent upgrading of the area, site "A" would not be desirable for a major retail store.
- B. A major retail store on this site would complete the 100% corner and pyramid the retail activity at Washington-Winter-Summer.
- C. The Raymond's present site would provide a strong retail link between the 100% corner and the Government Center.
- D. A new retail store occupying the present City Mart site would retain the status quo.
- E. and F. These sites would stretch the retail strength toward South Station.

PART III Summary

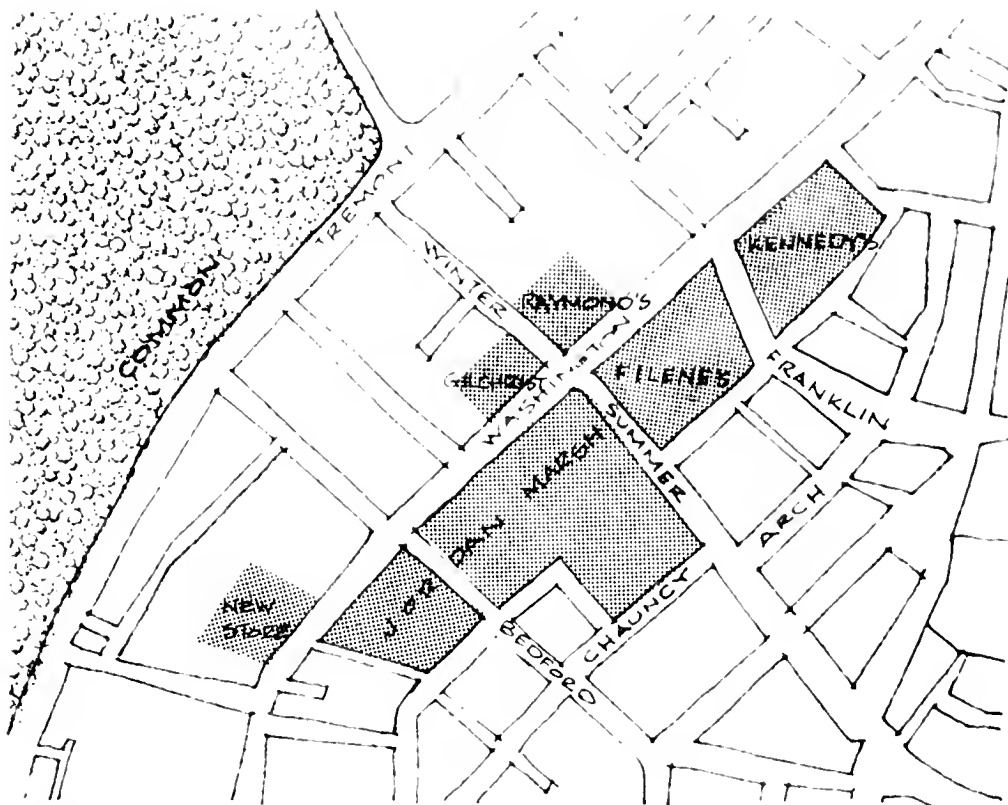
ALTERNATE SCHEMES:

The variety of possible combinations of action affecting the five major retail stores discussed, and the introduction of one or possibly two new major retail establishments results in numerous, yet varied schemes for the configuration of the retail core. After analyzing the various possibilities, six alternate patterns of development appear reasonable in varying degrees. Each of the six combinations results in a definite orientation of the retail area which would have a great effect on the resulting land use and activity pattern of a CBD Plan.

Within the six alternates there are further variations which could occur, such as Gilchrist's occupying the site shown for Kennedy's and vice versa. Since these variations do not change the configuration of the scheme, they are not shown in the following pages.

After the introduction of adjacent major land use development proposals and the establishment of a workable circulation and servicing plan, the alternate schemes may be adjusted and possible new configurations may become feasible.

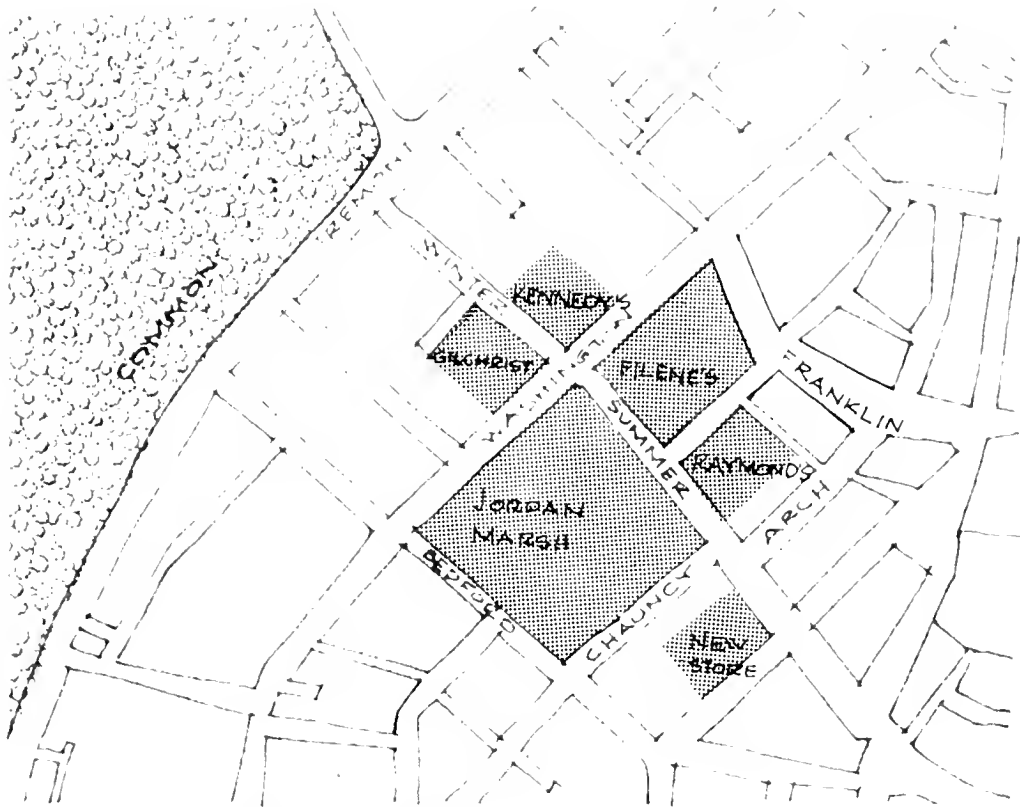
The following six alternate schemes are described on the following pages.



WASHINGTON STREET AXIS

This scheme stretches the major retailing along Washington Street from Milk Street to Avery Street. It would provide almost continuous major retailing from the "Old Boston Center" to a potential new development in the entertainment district. It fails to strengthen the retail-South Station link on Summer Street.

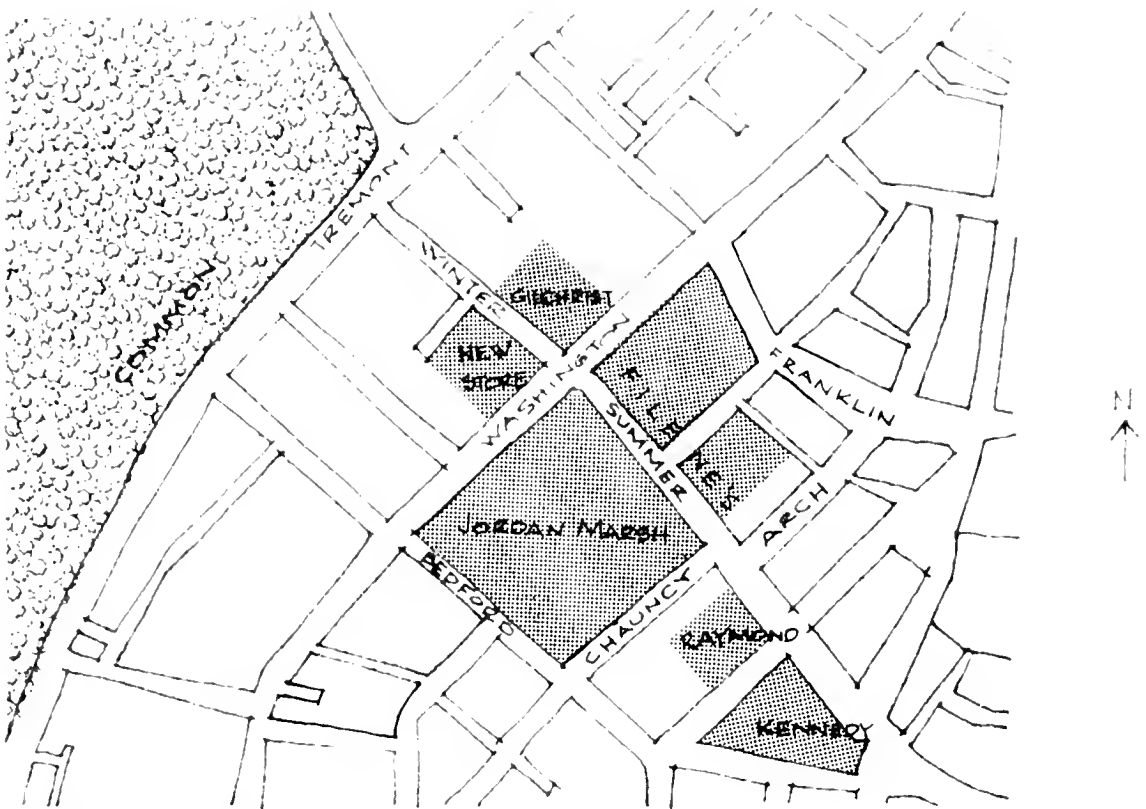
1. JORDAN MARSH expands into present City Mart site.
2. FILENE'S expands to realign Franklin Street.
3. KENNEDY'S relocates on present Raymond's site.
4. RAYMOND'S relocates on Gilchrist's site.
5. GILCHRIST'S relocates at the corner of Winter and Washington Street across from its present site.
6. A new store is developed across from the present City Mart site.



CLUSTER AT 100% CORNER

This scheme goes to the extreme of pyramiding the major retail activity at the 100% corner. While taking advantage of the major MTA facilities, this scheme is quite insular and would not give much impetus for the renewal of the remainder of the CBD.

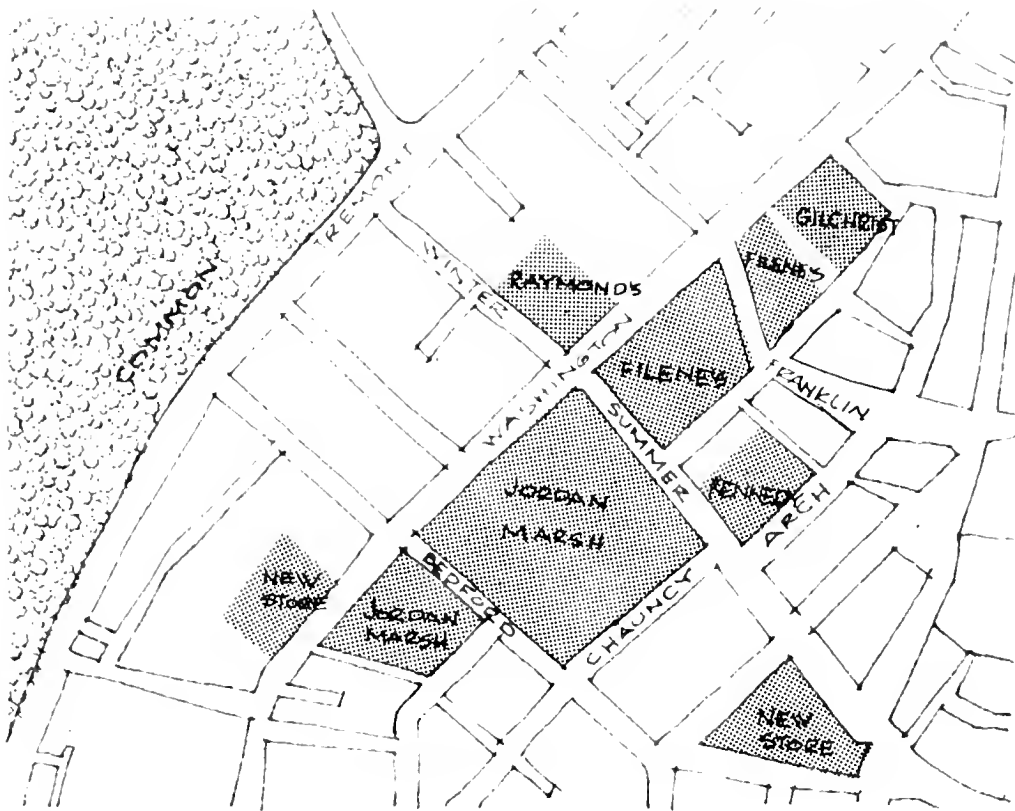
1. JORDAN MARSH develops on the Bedford-Summer super block.
2. FILENE'S expands to the realigned Franklin Street.
3. RAYMOND'S relocates on the Kennedy's site.
4. KENNEDY'S relocates on the Gilchrist's site.
5. GILCHRIST'S develops a new store across Winter Street from the present site.
6. A new store is developed on Summer Street between Chauncy and Kingston Streets.



WINTER-SUMMER AXIS

This scheme strengthens the major retail activity from Tremont to Church Green along Winter-Summer Street. This scheme would be easily adaptable to pedestrian malls on Winter and Summer Streets as well as Washington Street between Bedford and Franklin Streets.

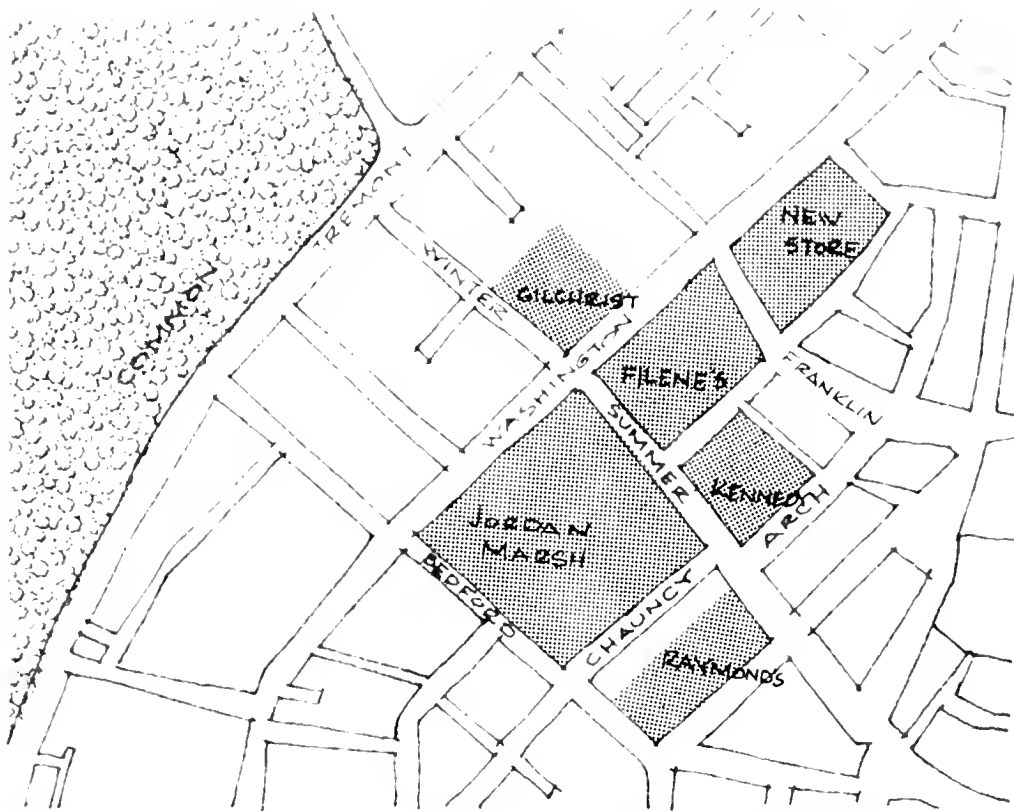
1. JORDAN MARSH develops the Bedford-Summer Street super block.
2. FILENE'S expands down Summer Street to occupy the present Kennedy's site.
3. KENNEDY'S develops a new store at Church Green.
4. RAYMOND'S rehabilitates or develops a new store on Summer Street between Chauncy and Kingston Streets.
5. GILCHRIST'S rehabilitates on present site.
6. A new store is developed across Winter Street from Gilchrist's.



RETAIL TRIANGULATION

The pattern represented above spreads the major retail activity to the extremities of the Washington Street Center. The theory would be to maximize retailing activity as much as possible throughout the area by creating nodes of high activity at the three corners.

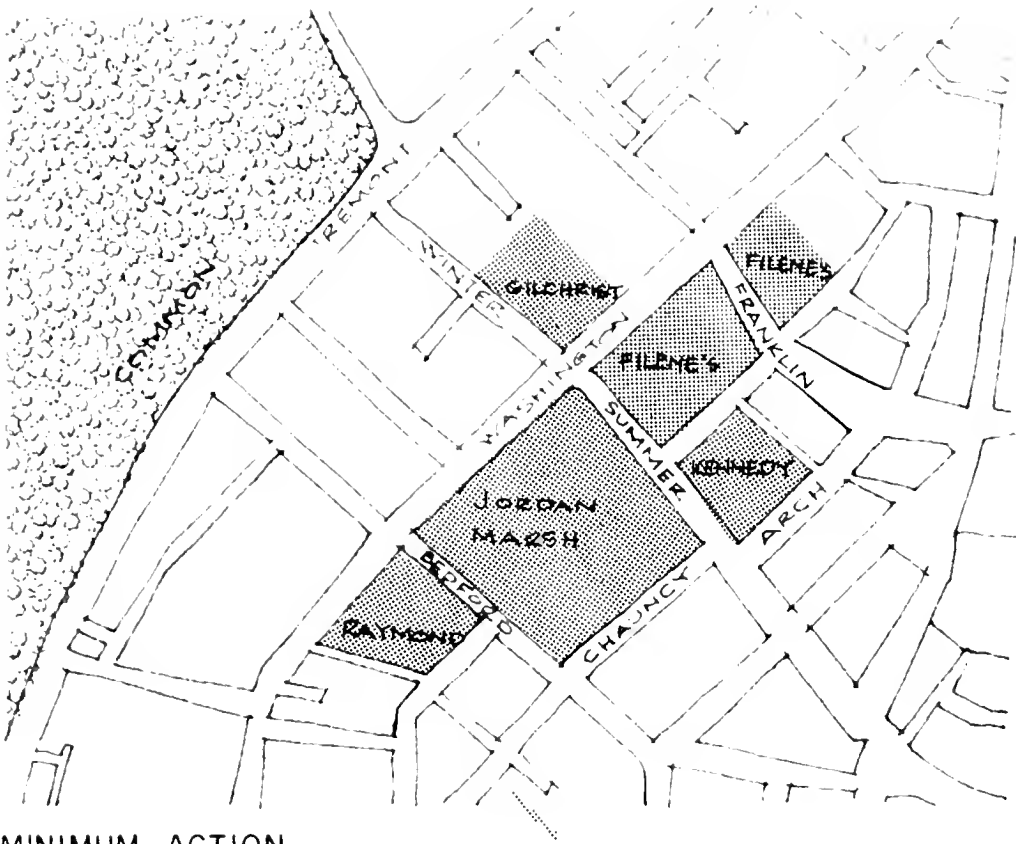
1. JORDAN MARSH redevelops Bedford-Summer super block and expands into City Mart site.
2. FILENE'S expands over Franklin Street onto part of existing Raymond's site.
3. GILCHRIST'S relocates on northern portion of Raymond's site.
4. RAYMOND'S occupies Gilchrist's site.
5. KENNEDY'S moves down Summer Street to Arch Street.
6. A new store is developed at Church Green.
7. A new store is developed across Washington Street from present City Mart site.



WASHINGTON ST. - GOVERNMENT CENTER ORIENTATION

This configuration of major retail establishments strengthens the retail area northeast on Washington and southeast on Summer Street from the 100% corner. While strengthening the ties toward Government Center and South Station, this scheme fails to provide a linkage with either the Tremont Street frontage or a potential development in the entertainment district.

1. JORDAN MARSH redevelops on the Bedford-Summer Street super block.
2. FILENE'S expands to the realigned Franklin Street.
3. GILCHRIST'S rehabilitates on present site.
4. KENNEDY'S rehabilitates and expands at present site.
5. RAYMOND'S relocates on Summer Street between Chauncy and Kingston Streets.
6. A new store is developed on the present Raymond's site.



MINIMUM ACTION

This scheme in general retains the status quo with some chance for major rehabilitation and expansion of the major stores.

1. JORDAN MARSH redevelops on the Bedford-Summer super block.
2. FILENE'S expands over Franklin Street onto part of the present Raymond's site.
3. RAYMOND'S occupies the present City Mart site.
4. KENNEDY'S expands at their present location.
5. GILCHRIST'S rehabilitates at their present location.



IV. CONCLUSION

The six alternate schemes presented in Section III vary substantially as to the effect they may have on the revitalization of the Central Business District.

Two of the schemes, "Cluster at 100% Corner" and "Minimum Action", would appear to have the least beneficial effect of the remainder of the project area. Both schemes represent a contraction of the hard core retail area. This would result in a weakening of the linkages between the retail core and adjacent functional areas, and an expansion of the lower activity "gray" areas surrounding the present retail center. However, these two schemes do maximize the use of existing MTA facilities and provide space surrounding the retail area for improvements to service roads and parking facilities. These advantages do not outweigh the detrimental effects of isolating the retail core area; therefore, it seems that these two schemes are least desirable.

The "Washington Street Axis" and "Winter-Summer Axis" schemes both represent the development of a single strip shopping street. The Washington Street strip would provide a strong tie between the Government Center and possible development in the entertainment district. It would fail to take advantage of the potential facilities at South Station. Servicing and parking facilities could be provided along Chauncy and Arch Streets, parallel to Washington Street. The Winter-Summer strip provides major activity from Tremont Street down to Dewey Square. While this would seem desirable it is counter balanced by the lack of continuity of activity on Washington Street.

The "distribution" scheme provides better connections to the Convention Center, but ignores potential linkages to the entertainment district. This scheme would be more effective for revitalizing the CBD than those previously discussed.

The final scheme, "retail fragmentation", is by far the most effective for a complete upgrading of the CBD Project Area. However, it is dependent upon two assumptions: that the retail core can economically accept two new major retail stores; and, that the physical area of active retail use can be greatly expanded without loss of vitality. This scheme would provide the desired linkages with adjacent areas, establish locations between major stores for additional ancillary retail establishments, and spread out the area of high economic activity. The servicing and circulation solutions to this scheme would be complex and require careful analysis so as to avoid interference with the pedestrian movements and yet serve the area satisfactorily.

